

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

E A Dion Inc

Massachusetts Manufacturing Extension Partnership

E.A. Dion Makes Lean The Jewel Of Company Policy

Client Profile:

E. A. Dion, Inc. is a private, family-owned business manufacturing promotional & emblematic jewelry. Founded in 1968, the company has grown to nearly 60 employees. E.A. Dion has a 15,000 square foot facility located in Attleboro, Massachusetts.

Situation:

E. A. Dion operates in an industry that demands rapid order processing, in some cases overnight delivery. Unfortunately, the company's ability to meet those demands was impaired by huge amounts of partially finished product sitting on the shop floor; fragmented operations spread all over the facility; fragmented operations requiring constant monitoring of precious metals content; and very large amounts of handling, movement, counting, recounting, and sitting time. The company's key executives attended several public workshops on lean manufacturing hosted by the Massachusetts Manufacturing Extension Partnership (MassMEP), a NIST MEP network affiliate. Impressed by the quality of the training, E.A. Dion asked MassMEP to provide initial lean training and implementation assistance at its facility.

Solution:

MassMEP suggested E.A. Dion tackle a lean implementation by department, and began in the Stamp/Prep/Drill/Solder area. First, MassMEP conducted a lean executive briefing, and then delivered basic lean manufacturing awareness training to all members of the department. Next, MassMEP guided the department through a value stream mapping exercise to identify specific areas of inefficiency and bottlenecks on the production line. Using this "map," E.A. Dion envisioned a lean production system for the department, and MassMEP began leading kaizen events to implement the company's ideas. MassMEP helped E.A. Dion clean and organize the Stamp area (5S) and move four or five other processes into a Cellular/Flow arrangement. Then MassMEP created visual signals to control work-in-process and ensure first-in first-out (FIFO) processing (MTO kanbans). Based on the success of this project, E.A. Dion conducted another 5S and cell design in its Ochar Wipe/Stone Set/Engrave department. The second cell, again MTO, is controlled using a visual FIFO lane.

Results:

www.mep.nist.gov



NIST is an agency of the U.S. Commerce Department's Technology Administration

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Reduced required operating space by 85 percent.

Reduced travel distance for workers and materials by 95 percent.

Reduced non-value-added handling, counting, and checking by 70 percent.

Testimonial:

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